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Appendix A

COMMENTS ON IG'S UNDERSTANDING OF AND
RECOMMENDATIONS CONCERNING THE TESTING SERVICES BRANCH

1. At one time, testing services were in two places, the Assessment Branch, where they were concerned primarily with individual testing, and the Testing Services Branch, where they were concerned exclusively with the administration and scoring of group tests. Because of the nature of the assessment load, the psychometrists were being used very ineffectively. There was a tendency on the part of the senior psychologists to assign a psychometrist responsibilities requiring background and maturity of judgment which they simply did not have. Further, having psychometric services in two branches resulted in too great a proportion of A&E resources being expended on what is, after all, a routine function. Just prior to my assuming command, there were [REDACTED] people engaged in testing and administration. At the time of the IG's survey, there were [REDACTED] (See Attachment 1.) Supervision of the group testing alone required a [REDACTED] as opposed to the present time, where a [REDACTED] supervise both testing and administrative services.

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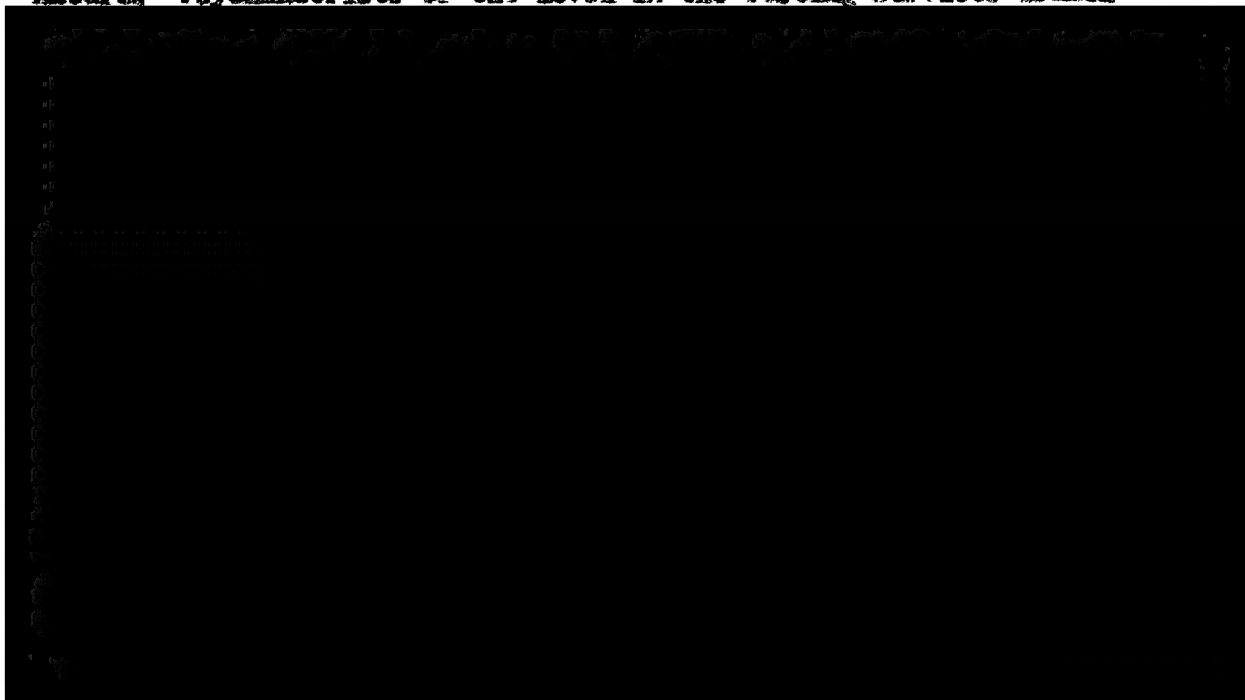
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2. Psychological services, including testing, unfortunately involve an enormous amount of work of a routine and very detailed nature. Psychometrists of the level in the Testing Services Branch

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* 24 if adjusted for the six-day week being worked.

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3. This program is obviously not going to be popular with the psychometrists. Nor has it been popular with my deputy and the Chief, Assessment Branch. It had been planned to move gradually to the new system by replacing normal attrition among the psychometrists with appropriate clerical personnel. As noted, this had been successfully accomplished in one instance. The psychometrists have been fully aware for over a year of the direction in which the testing services was going. It was recognized that their duties were more routine than they liked, and they were encouraged to look elsewhere in the Agency. Efforts were made by Chief, TSB to assist in placing them. Efforts were made to provide some variety. Their lack of background made these efforts relatively unsuccessful. In view of these facts, the IO's comment respecting the utilization of some of our younger people is beside the point.

4. The recommendation that the position of C/TSB be abolished is especially difficult to understand in the light of repeated declarations by Congressional committees that supervisors who reduce rather than build empires should not be penalized. With my full knowledge and solid support, personnel required to perform the testing and administrative services were reduced. At the same time, quality of service was actually improved.

5. "These functions [Testing services] are an essential part of management service, and this unit of four persons should remain intact" (p. 24, para. 9). This is indeed an astonishing statement. What distinguishes these four from the rest of the staff? From the professional point of view, they are among the least qualified. From the seniority point of view, there are many in the units that it is proposed to eliminate who have much longer service. What can these people do in the Management Service Branch? Does the IO seriously expect them to provide a professional level of psychological service? They can give tests, which is what they're doing now. They can score tests, they can interpret tests in a routine

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fashion guided by statistical rules and norms. They are not qualified to do any more complex test interpretation. They do not have the background. I am at a loss to understand this recommendation. I can see no gain in efficiency, and anticipate a loss. If the staff is to be reduced in size, it would seem that those with longer service and those with greater skills would be retained. I can see no administrative or professional reason for singling out these four from the rest of the staff to be treated with special care. Before acting on this recommendation, management should ascertain the reasons for it. They certainly are not obvious. The Inspector General simply does not understand the nature of the qualifications necessary in the psychological area when he says, "The capabilities of this unit of four can be more fully utilized in the reorientation of A&E activities" (p. 24, para. 9).